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Five-year assessment of the progress made in the implementation of General Assembly resolution 50/225 on public administration and development

Report of the Secretary-General

Addendum

Communications received from States

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I. Introduction

1. Pursuant to General Assembly resolution 53/201 of 15 December 1998, the Secretary-General, in a note verbale dated 28 February 2001, invited all Governments to communicate to him information on the actions they have taken to implement the relevant provisions of General Assembly resolution 50/225 of 19 April 1996 on public administration and development and recommendations of the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting (E/2000/66).

2. In order to facilitate the preparation of national submissions for the five-year assessment report on the progress made in the implementation of General Assembly resolution 50/225, the note verbale of the Secretary-General enclosed a questionnaire for government officials responsible for public administration. The questions addressed to Governments were based on the provisions of General Assembly resolution 50/225 and recommendations of the Group of Experts that required action at the national level.

3. As at 25 June 2001, 11 States, namely, China, the Czech Republic, Indonesia, Morocco, Oman, Panama, Poland, Portugal, Slovenia, Tunisia and the United Kingdom of Great Britain and Northern Ireland, had replied to the note verbale of the Secretary-General. Information received from those Governments in response to the questions posed to them is summarized below. Any additional replies will be posted at web site *http://www.unpan.org/dpepa.asp* and will be accessible through the United Nations Online Network on Public Administration and Finance (UNPAN).

II. Replies to the questionnaire for Governments on the implementation of General Assembly resolution 50/225 on public administration and development

A. Question 1. *Describe current trends, existing challenges and emerging issues that confront your Government in the field of public administration and development.*

China

Since the 1980s, the Chinese Government launched three organizational reforms: in 1982, 1988 and 1993, respectively. The fourth organizational reform, which started in 1998, has basically been completed at the central level, that is, the State Council, and is now being implemented at the level of local governments. Carrying out of organizational reforms at appropriate times is a major strategic measure adopted by the Chinese Government in a period of change. China's reform process has played an extremely important role in its opening up to the outside world and in its modernization drive.

Czech Republic

The ongoing public administration reform in the Czech Republic comprises three basic elements:

(a) **The reform of territorial administrative divisions**. At the beginning of 1990, it became apparent that the distribution of administrative power within the

country required a fundamental change. The first step was decentralization (i.e., re-establishment of local governments) and the abolition of the so-called national committees (local, municipal, district and regional). The municipality became the basic unit of local government, a public law entity with its own property and funds. The next step was to create the system of regions as the "medium tier" of public administration. Following an extensive parliamentary debate, the legislators opted for the so-called "comprehensive model" (i.e., one territorial unit for both state administration and local government functions). An outstanding issue to be resolved in the near future is the funding of regional authorities. Otherwise, the relevant legislation is in place and the first elections to regional councils were held in 2000. On the whole, the decentralized system is working well. The problem area is the excessive number of municipalities (6,259), mostly with low population levels (almost 5,000 municipalities have less than 1,000 inhabitants), which may hamper the functioning of the whole system. The preferred solution is to encourage cooperation among municipalities so that mandatory unification will be avoided. Full utilization of information and communication technologies, namely the Internet, will also significantly improve the work of local authorities;

(b) **The reform of the central state administration**. One of the main problems in this field is the lack of horizontal coordination. Accordingly, the current policy is to reinforce the coordinating role and competences of the Government Office. An important related aspect is the ongoing regulatory reform, seeking to improve the legislative processes (public consultations, regulatory impact on businesses) and institutions (establishment of independent regulatory agencies);

(c) **The reform of the functioning of public administration**. The objective is to introduce new management methods, to promote efficiency, cost-effectiveness and supervision. The priority tasks are the training of public servants and full utilization of information and communication technologies. The Civil Service Bill, currently in Parliament, emphasizes independence and professionalism of civil servants and seeks to eliminate political influence. A closely related process is the judiciary reform initiated in 2000, which includes plans for the establishment of administrative courts.

Indonesia

Indonesia has recently embarked on a most important stage in its political development by successfully embracing democracy through a general election. In that historic process, the economic and political reforms, as well as the reforms in public administration, have been taking place. While progress has already been made as a result of these reforms, serious challenges still remain and must be addressed. This is especially true in responding to the current development challenges due to the economic, political and social crises that have besieged Indonesia over the last four years. As Indonesia is in the process of becoming a fully democratic nation, the Government is aware of the potential dangers that the nation risks. A core challenge is to combat the practices of corruption, collusion and nepotism in government and corporate bodies. Another major objective is to curb the excessive crisis of the poor. The highest priority of Indonesia is to maintain the unity of the nation while at the same time combating the economic crisis so that Indonesia can regain stability on its path to economic, political and social development.

Morocco

The Moroccan administration has undergone numerous reforms over the past decade in response to important political, economic and social developments. Given these developments, the reforms of the country's political institutions can yield results only to the extent that the State has a modern civil service that is capable of meeting the new challenges. These include:

(a) **Economic challenges and globalization**. In an economic environment in which change is now the norm, the administration must adapt its mission and structures to the new role of the State, which is to moderate the impact of trade liberalization policies and globalization and to help improve the performance of the national economy;

(b) **Social challenges**. The administration is required to play an increasingly important role in promoting social cohesion by guaranteeing equality of opportunities for all citizens, combating social inequalities and protecting the most vulnerable groups;

(c) **Political challenges**. Protecting the rights of citizens in their relations with the civil service is a long-term effort. Even changing the nature of the relationship between citizens and the civil service is in itself a major challenge for the civil service, since such change depends on the capacity of the civil service to promote in its day-to-day functions the values of ethics and transparency, equity and respect for the law;

(d) **Technological challenges**. Mastery of information management technologies and services to enterprises and citizens represents a major challenge for the Moroccan administration.

In response to the above challenges, the Ministry of the Civil Service and Administrative Reform of the Kingdom of Morocco identified the following objectives:

(a) **To redefine the role and mission of the civil service**. The challenges of this era of globalization, the need for decentralization and devolution, expressed both by local authorities and by the population, and for strengthening of the foundations of the rule of law are all arguments for re-examining the role and mission of the State and, consequently, for modernizing its modus operandi;

(b) **To contribute to national economic recovery**. The economic policy which the Government intends to pursue in the years ahead is geared primarily towards economic recovery through private investment, which remains in the medium- and long-term the main vehicle for generating economic growth and employment. From this perspective, support for private enterprise requires qualitative reform, in which public administration has an important role to play. To this end, the following measures will be taken: full implementation of the investment charter; definition of a legal framework to enable enterprises to benefit from a number of special advantages under agreements to be concluded with the State; streamlining procedures to provide investors with easy access to services; and completion of the reform of procedures governing procurement contracts;

(c) **To ensure respect for the rights and freedoms of citizens**. The civil service must be at the service of citizens and guarantee the rights and freedoms of individuals and legal entities. It must therefore be:

(i) **Easily accessible**. The Government is committed to a policy to promote decentralization and devolution (a draft revision of the community charter and draft decree on devolution will shortly be subjected to the procedures for adoption);

(ii) **Respectful of the law**. To this end, the Government will take the necessary measures to ensure that all branches of the civil service respect the principle of legality and abide by the decisions of the courts without reservation;

(iii) **At the service of the public**. The administration is committed to the elaboration of a rigorous policy of streamlining procedures and rationalizing working methods so that citizens would have easy access to information;

(d) **Human resources development**. The objective here should be the elaboration of a genuine strategy to develop the human potential of the civil service. To this end, a modern, effective and planned system for the management of personnel, posts and careers should be introduced in order to maintain consistency between the evolving tasks of the civil service and the qualifications and mobility of civil servants. In addition, special emphasis should be placed on continuous training and advanced training as instruments for the development of human resources and for ensuring high levels of productivity and performance.

Oman

The period from 1996 to 2000 falls within the fifth five-year development plan adopted by the Government of Oman for the implementation of development projects, in the forefront of which is administrative reform. This period witnessed the implementation of many important projects in the various fields of administrative reform and human resources development and they represent achievements that complement those of the previous five-year plans. At the end of this phase, Oman has made great progress in providing citizens with basic services of all kinds, such as those relating to education, health, housing and environmental protection, at a high level of efficiency and in a manner consistent with the latest developments at the international level. In doing so, it has benefited from successful experiences in the developed countries, from theoretical and field research and from the studies published by a variety of specialized organizations, principally the United Nations, while taking into account the particular characteristics of Omani society and of its actual needs and capacities. Oman has joined the ranks of the best organized developing countries from the point of view of administration, and for this it has received the commendation of respected international institutions. The admission of Oman as a member of the World Trade Organization is another indication that the country's experience in fields relating to globalization and a free economy has matured. This achievement also coincides with the maturing of Omani experience with respect to judicial matters and the enactment of decrees and laws regulating the judicial system at the domestic level. At the international level, Oman has signed the Rome Statute of the International Criminal Court and is cooperating with other Member States in the efforts to complete the process of establishing the Court, thus affirming the principle of the rule of law. The achievements of the past three decades in Oman, since the beginning of the resurgence brought about by His Majesty Sultan Qaboos Bin Said when he took over the reins of government, have

been the fulfilment of the pledge given by the country's great leader in 1970 to establish a modern government. This pledge has become a tangible reality.

Panama

Public administration is the most important means available to the State to carry out the political, economic and social objectives necessary for a society in constant transformation. It must therefore be able to adapt to the changes required in order to incorporate the instruments, structures, systems, technologies and other procedures needed for the promotion of the country's development. On that basis, the Republic of Panama has undertaken a range of actions aimed at achieving efficiency in the public, business and labour sectors.

Poland

The economic reforms undertaken in Poland in 1990 were aimed at stabilizing the economy, putting the public finances in order, conducting sound monetary policy, unleashing market forces and implementing long-term structural reforms. One of the most important features of these reforms was reshaping the structure of government, its role and functions, and its financing methods, so as to align them to the requirements of a market economy and the country's democratic framework. In this regard, the main challenges were: to redefine the scope of the public sector by restructuring and privatizing loss-incurring public enterprises; to carry out important reforms in the pension, health and education systems by combining fiscal sustainability with adequate benefit levels and higher service delivery quality; and to implement reforms for improving public sector administration, including measures to ensure greater responsiveness to local concerns, upgrade the capacity of public administration, establish sound public finances, reduce red tape, ease bureaucratic regulations and combat corruption.

From the economic point of view, Poland is seen as one of the most successful transition economies. The success comes from a well-orchestrated combination of sound financial policies and perseverance in structural reforms. The steady economic expansion of Poland has been underpinned by several waves of structural reforms. Policies of price and trade liberalization in 1990 were followed by large-scale privatization and market deregulation, and the launching in 1998 of important structural reforms related to public finances, public administration, pensions, education and health care. Over the past several years, the Polish economy has been expanding at an impressive annual rate of 5 to 6 per cent. This growth reflects the dynamism of the private sector in manufacturing and services, as opposed to the mediocre performance in agriculture and the dismal results in a number of public enterprises in mining and heavy industry.

Portugal

The current trends and challenges concerning Portugal's public administration and development manifest themselves in the efforts of successive Governments, on the one hand, to make public administration more efficient, effective and productive, with better quality and focus on meeting the citizens' needs and improving the levels of development, and, on the other hand, to strengthen the democratic society by promoting greater justice and fairness. These goals have prompted the following initiatives:

(a) Strengthening citizenship to ensure democracy by reinforcing protection and security of citizens; adopting a new kind of relationship between security forces and citizens through the participation of local and municipal police agents, making justice more efficient and bringing it closer to the citizen; promoting equal opportunities for everybody; modernizing and debureaucratizing public administration; furthering administrative decentralization by transferring powers and competencies from the central to the local administration; and carrying out policies against social exclusion;

(b) Upgrading people's qualifications in order to promote employment quality and progress towards the information society by improving the educational sector development; ensuring cooperation between formal education, training and professional valuation by providing everyone the opportunity to have access to education and training; implementing scientific and technological policies that benefit the country's development;

(c) Strengthening social cohesion, implementing a new generation of social policies and promoting the health sector reform as a major priority of social development policy; proceeding with social security reform with a view to the sustainability of social systems and the positive differentiation principle, i.e., to help the underprivileged; ensuring basic social rights by fostering, above all, the inclusion of underprivileged fringe groups; and carrying out the new policy on drugs and drug addiction;

(d) Creating the necessary conditions for the development of a modern and competitive economy by stimulating the competitiveness of businesses through medium-term economic development strategies; intervening in specific modernizing and organizational fields in the various sectors and undertakings, in order to improve their global environmental performances within a sustainable development of the economy; fostering sustainable development in rural areas, including the environmental, economic and social aspects; and adopting a new economic policy profile adjusted to the globalization of markets and technologies and the growth of the new economy of information and communication technologies.

The current policy concerning the organization and functioning of the State and public administration has been and will be guided by a central preoccupation: to foster a closer relationship between the State and citizens and to modernize public administration in order to provide efficient services to citizens and economic agents. Pursuant to this goal, measures were designed to support: the political system reform; the territorial reorganization of the State administration; a public administration closer to the citizens; the administrative modernization, debureaucratization and simplification of administrative acts and procedures; the rationalization and improvement of public management; better quality of public services; the participation of and feedback from users of public services; the promotion of use and expansion of information technologies; the modernization of public management; the renewal and re-qualifying of human resources; and the management of public service.

With a view to strengthening the State capacity to promote and support economic and social development, it was deemed necessary to fully adopt a new paradigm of public administration that favours flexibility in management, decreases hierarchical levels, increases autonomy of decision-making, ensures participation, promotes results, integrates evaluation and control and puts itself at the service of

citizens and economic and social agents in the public interest. In the process, attention was paid to the following measures: in-depth evaluation of the effects of the information society on public administration as an important means to encourage modernization, specifically by implementing the Government's programme "Iniciativa Internet"; a programme of online services designed to deal with requests for civil, commercial and real estate certificates; a certification procedure of the quality of public services; a series of new one-stop shops ("*Lojas do cidadão*") all over the country; a programme of human resources management and development in the public service; and the integration of a gender perspective in all sectoral public policies by using the relevant methodology to ensure equal opportunities between men and women.

Another challenge concerns the empowerment and advancement of women in Portuguese society, particularly in the area of public administration, in which the number of women in top positions has been growing in the last two decades. With a view to increasing women's participation in political life, a regulation was proposed aiming at implementing equal opportunity rights for men and women; thus, it was established that the lists of candidates to the Assembly of the Republic, the European Parliament and local administrative bodies should contain a minimal representation of men and women of no less than 33.3 per cent. Emphasis should also be given to the issues of ethics in public service. Following the adoption of a client-friendly approach built into the concept of receptive administration, the provision of public services should include such elements as: transparency, participation, customer satisfaction, and accessibility. Overall, organizational changes will go on in key areas and will most certainly contribute to the development of the Portuguese society and economy, including health care, social security, justice, public security, taxation, education, information society and environmental policy.

Slovenia

The Republic of Slovenia has all the attributes of a democracy, including stable institutions that guarantee the rule of law, respect for human rights and protection of minorities. In October 2000, general elections to the National Assembly took place for the third time since Slovenia became independent. At present, eight political parties are represented in the Assembly, as well as the Italian and Hungarian minorities — each by its own deputy. At the end of November 2000, a new Government took office.

Acceding to the European Union is Slovenia's top priority. This strategic objective is reflected in the activities of each of the three separate branches of power: the National Assembly continues to adopt legislation in compliance with the national programme of accession; the Government carries out its operational work programme within the framework of national priorities and the adopted legislation; and the Judiciary continues to introduce improvements at the legislative and organizational levels. Non-governmental organizations actively participate in the negotiation process through the new Centre of Non-governmental Organizations. By aligning its legal system with the *acquis communautaire*, which is one of the conditions for membership in the European Union, Slovenia successfully continues the process of strengthening its economy's competitiveness, with a view to realizing the goal set out at the time of independence, that is, to become a democracy with a market economy.

Tunisia

The ultimate goal of Tunisia's development plan is to carry out a comprehensive upgrading to ensure the country's integration into the world economy in a newly globalized context, characterized by a growing number of regional groupings and increasing efforts of various countries to open up their economies and strengthen market mechanisms. The main objectives of the plan reflect the following challenges and issues: (a) enhancing the openness of the economy; (b) consolidating the role of the private sector and encouraging initiative as an engine for development and promoting privatization programmes (e.g., a total transfer of enterprises operating in competitive sectors; an increase in the number of public offers to help develop the financial market; and a recourse to private contractors to run a considerable number of public services); and (c) adapting sectoral trends to the need for rationalization of resource allocation, on the one hand, and to the requirements of accelerated growth, strengthening of job creation and export promotion on the other.

In addition to plans to upgrade the various sectors of economic activity so as to strengthen the competitive position of Tunisian enterprises (e.g., industrial sector, agriculture, transport and telecommunications infrastructures), as well as to implement a number of reforms geared towards modernizing the taxation, finance and occupational training sectors, a mechanism for upgrading administration was set up in January 1996, covering all ministries. This mechanism includes: a central administrative modernization programme and a plan to upgrade each ministry's capacity to prepare the administration to define its role and develop its strategies.

The most important challenge to public administration in Tunisia is how to envisage the new role of administration in the light of the latest development plan. In view of the economic policy being pursued and the encouragement of private initiative, the limits of the role of administration need to be redefined. The new functions to be performed by the administration and the operational modalities thereof need to be identified on the basis of a strategic segmentation of administrative services. At this level, the private sector must be mature enough to take on work previously done by the public sector, and continuity must be assured in the best way possible. It is also essential to identify evaluation and monitoring mechanisms to ensure that the transfer of roles does not result in malfunctions, deterioration in quality or unjustified increases in the cost of the goods or services entrusted to the private sector. A corollary and equally important problem is how to adapt the human resources profile to the new role of administration in order to improve the performance of human capital. This system must be accompanied by a means of appraisal and periodic evaluation of public policies and performance.

With regard to public sector management, reform should be based on a plan for adapting human resources to the real needs of public administration. It should be geared to reorganizing the various structures by defining, both quantitatively and qualitatively, the most elementary jobs, including skills required, hourly wage, logistics and essential and peripheral training needs, in order to put in place a system of forward-looking staff management and improve the effectiveness and efficiency of public officials. Meanwhile, a pilot project has been launched in some public services with a view to setting up a quality system in line with the International Organization for Standardization (ISO) 9000 international standards.

Plans also include the reinforcement of local autonomy and consolidation of the transfer of centralized administrative functions to local governments.

United Kingdom of Great Britain and Northern Ireland

The United Kingdom Government sets out its priorities and plans in biannual spending reviews. These spending reviews require major departments to negotiate funding and future priorities with the centre of Government (the Treasury and the Cabinet Office) and to be informed of the current trends, existing challenges and emerging issues in public administration. The results of this process are Public Service Agreements for each major department, which are supported by service delivery agreements for smaller departments and agencies. Full details of all the Public Service Agreements can be viewed at: *http://www.hm-treasury.gov.uk/sr2000/psa/index.html*.

B. Question 2. ***Exemplify specific measures taken or contemplated by your Government to implement the relevant provisions of General Assembly resolution 50/225 and recommendations 17 to 24 adopted by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting (E/2000/66).***

China

China began to reform its economic system and open up to the outside world in the 1980s. Since then, China has made tremendous progress in its reform, opening-up process and modernization drive. It is against this historic background that the 1998 organizational reform of the Chinese Government has been carried out. On the one hand, the government reform is an objective requirement of the reform of the country's economic system. On the other hand, it is an integral component of the reform of the country's political system designed to provide an organizational guarantee to the development of democracy, strengthening of the legal system, enhancement of the efficiency of administration, and improvement of the delivery of public services. The fundamental reason for the reform of government organizations in China is, therefore, the country's policy of reform and opening up, as well as the inherent requirement of its economic, political and social development. In 1998, the process of economic restructuring and development in China reached a crucial stage. Accordingly, the objectives of the organizational reform were to establish a public administration system with high efficiency, coordinated operation and standardized behaviours and to build a rank of administrative cadres with high quality and professional knowledge. Actions were needed to solve the deep-seated problems of government organizations and to transform their functions and streamline their sizes. Thus, the reform of government institutions in China focused on the following five areas:

(a) **Transformation of government functions**. In accordance with the socialist market economic and social development, the key requirement is to separate government from enterprise operation. Both the central and local governments have been required to hand over the managerial functions to enterprises and markets so that enterprises can become corporate entities responsible for their own management, profits, losses and taxes, in accordance with laws and regulations, and so that markets can play a major role in the disposition of resources. Government organizations no longer exercise any direct management over

enterprises, recognize only the owner's equity rights, supervise the functioning of State-owned capital in enterprises, and hold limited responsibilities for their liabilities. At the same time, all tasks that can be handled by institutional units and intermediary social bodies have been assigned to those units or bodies, in accordance with the principle of separation of government from businesses and social affairs. Efforts have been made, in particular, to substantially reduce the number of items subject to government control (the Beijing Municipal Government has, for instance, cut the number of items subject to its examination and approval by 42 per cent during this reform period), and lessen the excessive range of social responsibilities assumed by government bodies so as to obviate the need to deal with management details, but rather to concentrate on macro planning, policy guidance, law enforcement and supervision, organizational coordination and supply of public services;

(b) **Rational division of powers and duties among government organizations**. The powers of government organizations at various levels have been divided rationally according to their respective administrative responsibilities and functional characteristics. Apart from foreign affairs, national defence and other foreign-oriented State affairs, the central Government assumes responsibilities mainly for the formulation of overall strategic programmes of national economic development and the regulation and control of the functioning of the national economy at the macro level by enacting financial, monetary and industrial policies in major fields. In the social and cultural area, it provides macro guidance mainly by way of legislation, planning and formulation of policies. Provincial or local governments are the leading organs of cities and counties and fall into the rank of macro managers. Their major responsibilities include the regulation of regional economies and the macro management of infrastructure, social development and other fields. The city governments are in direct contact with enterprises and markets and their major duties include market management, the provision of social services, the development of public benefit undertakings and the improvement of the investment climate for enterprises and of living conditions for local residents. Local governments at the county level and grass-roots governments at the township level work mainly in the rural areas and their major tasks include supply of services to agricultural development, promotion of coordination between the rural economy and society and advancement of the urbanization process in rural areas. The duties of various government agencies have been clearly defined and the relationships between them have been rationalized to avoid overlapping of functions, perfect the operational mechanism and improve the administrative efficiency (more than 100 duties of the various agencies of the State Council, for instance, have been readjusted and redistributed during this reform period, thus solving some long-lasting issues of inefficiency);

(c) **Improvement of the government organizational structure**. Readjustment of the organizational set-up of government institutions has been carried out to simplify administrative structures, unify government action and achieve higher efficiency. Government institutions subject to readjustment fall into two major categories. The first category includes specialized economic organizations administering industrial enterprises, such as ministries of machinery-building, coal, petrochemical, metallurgical, textile and power industries. These ministries were set up under China's traditional system of centrally planned economy. With the establishment of a market economy and the separation of

government from enterprise management, these ministries have to be dissolved gradually within the process of transformation of their functions from the management of individual enterprises to the management of entire industrial sectors. The enterprises originally under their management have been regrouped into a modern enterprise system based on conglomeration, incorporation or commercialization. Within the reform of the State Council, these ministries have been converted from the component parts (cabinet ministries) of the State Council into State administrations under the management of the State Economic and Trade Commission. Further readjustment will follow once conditions are met. In the meantime, local governments have been ordered to dissolve all their industrial departments. The second category comprises government organizations whose functions were overlapping. Within the reform of the State Council, for instance, the former Ministry of Geology and Mineral Resources, the State Land Administration, the State Administration of Oceanography and the Surveying and Cartography Administration have been combined into the Ministry of State Land and Resources for the purpose of strengthening unified management of resources; and the Ministry of Information Industry has been created on the basis of the former Ministry of Posts and Telecommunications and the former Ministry of Electronics Industry, in order to strengthen management of the information industry. The newly established Ministry of Labour and Social Security, the State Drug Administration and the State Administration of Entry and Exit Inspection and Quarantine have all been created in a similar way. At the same time, cabinet ministries with the functions of macroeconomic regulation and control, law enforcement and supervision and social affairs management have been retained and duly strengthened to meet the needs of the market economy. As a result, the number of the component parts of the State Council has diminished from 40 to 29. In addition, the number of the internal sections of these departments has been cut by more than 200. Local governments below the provincial level have also undergone substantial streamlining and readjustment;

(d) **Streamlining of public service**. Within the recent reform of the State Council, the number of government employees has been halved. According to the reform plans, provincial governments will also cut their staff by about 50 per cent. The staffing of governments at the city, county and township levels will also diminish substantially. Along with the reduction of staff, the reform has been designed to enhance the overall quality of the public servants working in government institutions; optimize the composition of public service; improve the structure of posts and grades, the age balance and education level of public servants; establish a mechanism for competition; and perfect the system for the selection, recruitment, examination, reward, punishment, promotion, demotion, training and treatment of public servants;

(e) **Institutional and managerial issues**. Within the organizational restructuring of government agencies, particular attention was paid to the following three areas. First, the function, organizational set-up, staffing size and number of high-level posts of each government agency have been stipulated so as to establish an organizational foundation for the functioning of government in accordance with law. Second, administrative behaviour has been standardized, operational procedures have been improved, the system of work-post responsibility has been strengthened and working methods and styles have been modified to enhance the efficiency of public administration. Vigorous efforts have been made to promote honest

government, strengthen the mechanism of supervision and self-discipline and curb power-linked corruption. Third, measures have been taken to strengthen management and supervision of the established government posts and budgets so as to consolidate the results of the reform.

Czech Republic

The concept of public administration reform adopted by Government resolution No. 258 of 30 March 1999 defines the basic administrative capacities necessary for the implementation of the policies of individual ministries. The package of new laws concerning territorial units includes: Regions Act (Regional Organization); District Offices Act; Municipalities Act (Municipal Organization); act on the Capital City of Prague; acts to regulate budgetary rules of territorial budgets, to amend related laws and to regulate budgetary revenue of local governments and certain state funds; act to regulate the property of the Czech Republic and the exercise of its functions in legal relations; and act to regulate the transfer of certain assets, rights and obligations from the Czech Republic to regions.

Legislation concerning the budgetary allocation of taxes and the funding of regional authorities is now in the drafting stage. The Ministry for Regional Development has also drafted a bill on support for regional development. The 1999 Act on Free Access to Information enables the general public to obtain more information from public administration authorities.

Policies and programmes for the training of public servants developed within the context of the concept of public administration reform include: the concept of training of public servants, including a timetable; draft system of standard language examinations for deputy ministers, directors general, departmental directors and selected staff of ministries and other central State authorities, developed by the Ministry of the Interior in consultation with the Ministry of Foreign Affairs, the Ministry of Education, Youth and Sports and the Ministry of Defence; draft uniform methodology for training of public servants in European affairs, developed by the Ministry of Foreign Affairs in consultation with the Government Office and the Ministry of the Interior; and draft concept for the development of central management of educational and training activities, organized by the Department for Management of Personnel and Training Activities of the Government Office. These documents were approved by the Government in 1999 and early 2000.

In 1999, the Czech Government also approved the concept of public administration information systems based on the concept of public administration reform and the State information policy. Other relevant documents noted by the Czech Government in December 2000 include: draft concept for improving efficiency of public finance; draft concept for improving public control efficiency; draft concept for improving public sector efficiency; and draft concept for improving public administration management efficiency. The Government also took note of the programme for changes in public administration management at the central level of the State administration. The Ministry of the Interior and the Ministry of Finance were requested to prepare the appropriate draft legislation and other arrangements for consideration by the Government.

In March 2001, the Czech Government adopted the Code of Conduct of Public Servants, based on the best practices of the European Union and Organisation for Economic Cooperation and Development (OECD). The Civil Service Bill drafted by

the Ministry of Labour and Social Affairs is currently passing in Parliament, and is expected to enter into force on 1 January 2002. The Ministry of the Interior is also working on legislation concerning local government employees. Both acts seek to clearly separate the political and administrative spheres, stabilize the public service, improve the qualifications of public servants and reinforce anti-corruption measures.

Indonesia

Indonesia believes that the problems it is facing today in the area of public administration and finance are of a cross-cutting and multi-dimensional nature. A holistic programme is, therefore, required to tackle these issues. Accordingly, there are at least five development programmes that Indonesia should emphasize, namely: (i) upstream policy support; (ii) Government reform; (iii) community initiatives programme; (iv) preventive development; and (v) environmental security.

Morocco

With the advent of economic globalization and the opening up of Morocco to international competition, human resources are now considered a genuine investment, which must be continuously developed for the maximum benefit of the country and its population. It is thus becoming essential to analyse the management of human resources in the Moroccan civil service in several respects, taking into account the new stakes and the evolution of the economic environment at the national and international levels. The following major trends were highlighted because of their impact on human resources management: integration of Morocco in the free trade area; implementation of the policy of disengagement by the State; needs related to the process of decentralization and devolution; declining budgetary resources; increasing impact of new technologies; and demand for quality service vis-à-vis citizens and enterprises. Because of the rapid change that the civil service is experiencing, the nature of its tasks may be radically altered. This will require a higher level of skills and willingness of staff to participate in retraining and continuing training programmes. These include:

(a) **Continuing training**. The development of skills in the civil service is a priority of the reform programme established by the Government. The Ministry of the Civil Service and Administrative Reform has therefore prepared a draft decree on continuing training that is structured around the following elements: (i) definition of the objectives of continuing training; (ii) preparation of a set of national guidelines to ensure coordination among the various ministries in the area of continuing training; (iii) linking of internal promotion to continuing training; and (iv) requirement that departments prepare continuing training plans based on needs and priorities and allocate the necessary financial resources for continuing training. In addition, the National College of Administration has been reformed and a Higher Institute of Administration established to meet the civil service's new needs in the areas of staff productivity and performance;

(b) **Enhancing careers in the civil service**. In order to improve the career system and increase the remuneration of civil servants, several projects and studies have been undertaken by the Ministry of the Civil Service and Administrative Reform. These initiatives include: a study of remuneration and salaries in the civil service; a draft decree on internal promotion; a draft decree on redeployment of civil servants between the national administration and local governments; a draft decree

on procedures for performance appraisal and promotion of civil servants; a draft decree on the Supreme Council of the Civil Service; a draft decree establishing a special status for experts providing advisory services; and a draft decree on the status of senior administrative officials.

In the area of strengthening managerial capacity in the civil service, recent measures and initiatives include:

(a) **Good Governance Pact**. This reflects the Government's desire to pursue a policy of change through initiatives of a sectoral, specific and sustainable nature. Under the Pact, members of the Government pledge to adopt clear rules of conduct and a new approach to governance. The Pact is structured around the following principal commitments:

(i) To work to raise ethical standards in the civil service (proposed revision of the act on the declaration of assets, draft legislation to prohibit the simultaneous receipt of more than one salary or the holding of more than one post, draft decree on illegal ownership, prohibition of the simultaneous holding of public posts and engaging in remunerated private activity by civil servants (1999);

(ii) To streamline public administration (decree on the reform of the civil service car fleet (1998), abolition of the fees paid to members of the boards of public bodies (1999), decree governing procurement contracts introducing rules on transparency and freedom of competition, establishment of regional courts of auditors (1996), and draft legislation on financial tribunals);

(iii) To strengthen communication, dialogue and responsiveness of the civil service (draft legislation to revise the Code on Public Freedoms (in progress), establishment of a communications office within ministerial departments (1999), proposed establishment of a centre for administrative information (in progress), study of the legal framework for information technologies aimed at facilitating transactions, development of juridical instruments and entry of Morocco into the new economy).

(b) **The new concept of authority**. Under the Royal Directives intended to establish a new concept of authority and to improve relations between the administration and citizens, the following draft legislation will be submitted for adoption in the near future: a draft decree on improving relations between the administration and the public aimed at preserving the right of users to have access to administrative information and requiring the administration to pursue citizen complaints; draft legislation on justification of administrative actions; draft legislation on the implementation and execution of judicial decisions by the administration; and the national programme for the simplification of procedures.

(c) **High Council on Public Administration**. The Council gives its views on trends in government policy for the development and promotion of human resources.

(d) **Adjustment of national systems and adaptation to globalization**. Morocco has already carried out some legislative and regulatory reforms in this area to adapt to globalization. These reforms include: the act creating regions (1997); the Code of Commerce (1996); the Charter for Education and Training (2000); the act on public companies (1996); the act on the stock exchange (1997); the act on trade

jurisdictions (1997); the act on the investment charter (1995); the act on public interest groups (2000); the act on free pricing and competition (2000); the Customs Code; the establishment of the Agency for Social Development (1999); and the establishment of the National Agency for the Promotion of Employment and Skills (2000).

Oman

On 6 November 1996, Oman promulgated the Basic Law of the State, the country's first modern constitution. It provides the basis for and the principles that should guide State policy in all fields and establishes the principle of the rule of law, a State of institutions and the guarantee of freedoms within the framework of the particular character of Omani society. Its most important features are:

(a) The establishment of the Oman Council, consisting of the Council of State and the Consultative (Shura) Council. This seeks to expand the base of national participation in the consultation process so as to make use of the expertise of scholars and specialists for the implementation of the comprehensive development strategy. The members of the Consultative (Shura) Council are directly elected and may be of either sex;

(b) The promotion of the rule of law, by giving a prominent role to the judicial system as an independent authority operating with no permissible interference. A set of laws was enacted regulating judicial institutions, such as the Higher Council for the Judiciary Law, the Court of Administrative Justice Law, the Public Prosecution Law and the Civil Status Code;

(c) The establishment of economic principles, such as: the principle of a free economy; the need to strengthen cooperation between the public and private sectors so as to help raise the living standards of citizens; the inviolability and protection of public property and the inviolability of private property and the prohibition of its confiscation other than in accordance with a judicial verdict; and justice and equal treatment for all as the basis for determining taxes;

(d) The definition of the rights and duties of the citizen and confirmation that citizens are equal before the law and that personal freedom and the right to litigation are guaranteed to all. The Basic Law also establishes, in a clear and fully transparent manner, the responsibilities and duties of all State agencies, including the office of the Head of State, the Council of Ministers and the executive, judicial and advisory institutions.

The Forecast for the Omani Economy in 2020, prepared by a select group of local and international specialists, represents the strategy for national action from 1996 to 2020 and seeks to achieve a strategic transformation so that the economy will not depend on government expenditure and oil revenues. It recommends a sustained endeavour to achieve a balance between revenues and expenditures, the elimination of the budget deficit, the development of human resources by upgrading skills and qualifications through improved general and university-level education and training and the strengthening of the role of women in the labour market. The Forecast also establishes frameworks for addressing the challenges of globalization, which is no longer a matter of choice but a reality that compels recognition, by advocating a number of practical measures that include joining the World Trade Organization and promoting the transfer of, access to and utilization of technology.

Oman has begun the actual implementation of the recommendations made in accordance with this well-defined plan.

Panama

In the area of public administration and State reform, action has been taken to modernize the State through the elaboration of executive and legislative initiatives, including Law 29 of 1 September 1996, establishing the Competition Law and Consumer Affairs Commission. The Law sets out the basic principles of a market economy, provides for sanctions against economic agents for anti-competitive behaviour and establishes consumer protection mechanisms. Law 26 of 29 January 1996 established the Public Services Regulatory Entity. Law 44 of 12 August 1995 relaxed certain provisions of the Labour Code to facilitate hiring. The Administrative Career Act has been adopted and implemented. The Special Retirement Act has been reformed with the creation of the Savings and Pension Fund for Public Employees, which replaces the Complementary Pension Fund. A number of other laws have been adopted, including Law 56 on Public Procurement; the law on Panama's entry into the World Trade Organization; the Inter-Oceanic Region Authority Act and the Canal Authority Act; the Education Modernization Act; the Family Code; the creation of the Ngobé-Buglé region; Law 18 of 4 June 1997 on the National Police; the establishment of the office of the Ombudsman; the reform of the banking system; the law on cooperatives; the reform of the Electoral Code; the legislation on incentives for the development of tourism; the reform of the financial administration; the creation of the National Maritime Authority; changing the name of the Ministry of Labour to the Ministry of Labour Development, together with a reallocation of its functions; the establishment of the National Environment Authority; the establishment of the Ministry of Economy and Finance; and the orderly transfer of the Panama Canal to the Panamanian Administration.

Action has also been taken jointly by the Government of Panama and the United States Agency for International Development (USAID), under the programme to improve the administration of justice, to improve the workings of the judicial system and the Public Prosecutor's Office. A similar programme covering specific areas of both sectors is currently being implemented with financial assistance from the Inter-American Development Bank. The legislature, meanwhile, is undergoing a process of modernization, thanks to a loan agreement with the Inter-American Development Bank, incorporating, along with other legislation, Law 12 of 1998, which establishes the legislative career, institutes the consolidated system of financial administration and establishes a data centre for monitoring Panamanian legislation.

In the field of public finance, the Government introduced an integrated system of financial administration whereby accurate and timely information on the State's financial and budgetary performance is provided on computer. In order to integrate its financial activities, the Government amalgamated the functions of the Ministry of Finance and Treasury and the Ministry of Planning and Economic Policy to form the Ministry of Economy and Finance. In order to resolve the critical fiscal situation and provide funding for the implementation of social programmes and projects, a wide-ranging national debate has been held and agreement reached on solving the most urgent problems through the strengthening of public finance, a prerequisite for the implementation of economic and social policy. In the medium term, a manageable fiscal deficit will be maintained and the public debt will be gradually reduced until it

reaches the investment grade. The State will work towards redistribution and implement a public expenditure policy favouring the social sectors and, in particular, vulnerable groups. The Government will comply with the provisions of the constitution and the principles of the unity and universality of the budget.

Poland

During the period from 1997 to 2000, the Polish authorities took important decisions to introduce institutional reforms and formulate macroeconomic policies. In the area of monetary policy, steps were taken to strengthen the independence of the National Bank of Poland with the establishment of a Monetary Policy Council. In the fiscal area, an important act on public finances was adopted by parliament in order to clarify the responsibilities of various agencies, impose discipline on the public spending budget, and improve transparency. The fiscal policy was also put into a medium-term framework to consolidate the public finances and contribute to long-term economic development. All these measures have helped Poland to cope quite well with the consequences of the 1998 Russian financial crisis and the 1998-1999 slowdown in Western Europe. However, tight fiscal and monetary policies resulted in a relative slowdown of economic growth and rise in unemployment.

In Poland, the reform of public finance is closely linked to the reform of public enterprises, since the inefficient state-owned enterprises are frequently a costly burden for the budget. From the beginning of the transition period, great efforts have been made to restructure state-owned enterprises (e.g., shipyards and banks). Thanks to these efforts, an important part of budgetary costs has already been paid and enterprise restructuring has advanced further than in other post-communist countries. Nonetheless, there are several sensitive sectors where the State as an owner has imposed insufficient budget discipline and allowed companies to default on their taxes and social security obligations (coal mines, steel mills and railroads).

During 1998-1999, four important structural reforms related to public finances were introduced:

(a) **The public administration reform**. Before 1999, the budgetary sphere was generally less affected by the reform effort than the enterprise sector. Few changes were made until 1999 to modernize the central administration, decentralize responsibilities to local government and improve health care and education services. The authorities began to address these problems towards the end of the 1990s and a range of specific structural reform efforts were initiated. An important structural reform introduced recently is the devolution of responsibilities to local governments. Local governments have been divided into three layers: communes ("*gminas*"), counties ("*poviats*"), and regions ("*voivodships*"). Each level has been provided with well-defined areas of responsibilities. The formula for allocating tax revenues to local and regional governments is largely based on their shares in generating total taxes without significant redistribution;

(b) **The pension reform**. A comprehensive reform of the old-age pension system was introduced in January 1999. This reform constitutes an evolution from a pay-as-you-go to a partially funded system. This includes a modified pension programme (first pillar), a mandatory, privately managed employee/employer fund (second pillar) and a privately managed voluntary scheme for employees (third pillar). There have been some problems in the transition to the new pension system, but these are likely to be resolved over time;

(c) **The education reform**. The basic principles of reform of the educational system were adopted in 1998. The new act includes provisions concerning new school structures, the reallocation of management responsibilities to regional and local authorities, the redistribution of financial resources and the decentralization of education management. The implementation of the restructuring of the educational system began in September 1999. This reform reduces the primary school period from 8 to 6 years and adds a new three-year middle school level. The reform aims at increasing participation in secondary and tertiary education, improving the development of practical skills rather than just transferring knowledge, raising access to education for the rural population, improving adaptation of vocational education to business needs and improving the financial situation of the educational system through an increase in budgetary expenditures and in the schools' own resources;

(d) **The health reform**. Important steps have been taken in the area of health care through the establishment of regional insurance funds as the main channels for managing public health funding. The system offers universal coverage at a reasonable level of spending. The reform aims also at splitting the purchaser and provider functions so as to promote competition among health service providers and at assigning family doctors the role of a filter for access to higher levels of care. A major concern from the point of view of spending control is how to impose a hard budgetary constraint on regional health funds. The Government sees this reform as a vehicle for pushing forward other elements of the health care agenda, including decentralization, developing an appropriate public mix and beginning to reduce costs while increasing the quality of service.

Portugal

By the beginning of the twenty-first century, Portugal has become an open, creative and innovative society, in which people have the opportunity for better qualifications, better employment and remuneration and where they can be highly productive and fully participative in the information society. The public administration reform currently in progress has to rely on public servants who are the key to the modernization strategy. Measures taken in this area include: a second general census of the public servants carried out in 2000; a review and appraisal of regulations on the inter-changeability of careers; the establishment of staff boards for general and special career systems; a course of advanced studies in public management held in 2000; a set up of labour exchange for a rational and integrated control of human resources; a centralized recruitment system for equal careers in public administration; a professional profiles programme designed for the recruitment and training of new and existing staff; studies on the reappraisal of public employment policy; and the development of general and sectoral plans of employment and training of staff.

Portugal has made a remarkable effort in the field of training programmes for the public service, which have been carried out with the financial support of the European institutions, including subsidies from the Community Support Framework. The training scheme adopted by the Portuguese public service is applicable both to professional knowledge and personal skills and is based on the offer of training by specialized public organizations. At the same time, many government departments organize in-house training while many private associations and businesses also constitute an important source of training. The initiatives adopted in this field are:

preliminary training courses for career entry and progression; further training courses designed to improve operations and procedures of public administration; new training courses aimed at meeting the requirements of the information society; and a programme of "distance training". In order to prepare public servants to operate at the international level, the National Institute of Administration and the local Authority Study and Training Centre organize several training courses, with a special focus on European matters. In addition, training is received at the European Institute for Public Administration in Maastricht.

Another relevant issue is the establishment of a career development system designed to attract, retain, develop and motivate people. With the last revision of the career system in 1998, service in public administration became more attractive as it became easier to reach the top of the career scale and, as a result, salaries increased. The main measures taken in this regard were: extinction and fusion of careers; organization of the career scale framework; simplification of the career system; revaluation of vocational training; and the possibility of faster career paths. In addition, proposals to enhance motivation in public service include: merit appraisal mechanisms; functional enrichment of positions; the outstanding merit awards granted to individuals or work teams; and merit pay. In specific areas such as information technology the strategy for retaining skilled and competent personnel includes measures aimed at changing careers and remuneration.

The Portuguese constitution stipulates the fundamental principles of ethics in public administration. It states, inter alia, that the public service shall work to promote public interest while observing the rights and interests of the citizens that are protected by law and that the organs and officials of the public service shall perform their functions with full respect for the principles of equality, proportionality, fairness, impartiality and good faith.

The mechanisms of performance benchmarks are: observation of good practices in local administrative modernization; dissemination of best practices in the organization, management and quality of local administration services (exemplary cases); annual rewards granted to public services of the best quality; the first Conference on the Quality of European Public Administrations, which is to be held in Lisbon; and actions aimed at divulging the good practices in public service management.

Portugal is engaged in creating the necessary capacities for public policy development in order to take advantage of the potential opportunities of economic globalization as well as to secure the sustainability of economic development. The initiatives adopted in this area are aimed at: increasing the competitiveness of Portuguese corporations, especially through the creation of modern infrastructures supported by new systems of economic incentives for the period up until 2006; supporting the development of new and dynamic technologies in the global and European economy; developing human resources in the new information society by fostering their capacity of innovation and adjustment to the technological evolution; adopting the necessary measures to take full advantage of the European community funds allocated within the scope of the Community Support Framework; promoting small business initiatives; introducing new production methods; fostering competitiveness in business behaviour; making better use of the new technologies; and promoting the internationalization of the Portuguese economy.

The transfer of, access to and the use of new information technologies is pursued within the scope of information society development by promoting the access to and exchange of data by all citizens, irrespective of their economic and social situation, and ensuring that these technologies will not become an additional factor for social exclusion. In order to modernize the public administration and increase the efficiency and transparency of public services, the following measures have been carried out: providing e-mail for all Directors-General and services of the same status; computerization of most public services; access to official printed forms and other administrative information via the Internet; possibility of delivering documents by e-mail (bearing the same legal value as hard copies sent by regular mail or hand-delivered); a proposal to have all public services online in order to extend service delivery beyond normal working hours; a digital cities project to integrate public services, cultural associations, schools and businesses in a digital network in order to attenuate distances and increase accessibility to information and new services; creation of a pointer server "Res Publica" containing all e-mail addresses and home pages of the public services; and an experiment of online service, jointly with the Ministry of Justice, to issue certificates via the Internet.

As regards the strengthening of partnership of the public sector with the private sector and civil society, as well as providing an enabling environment for private sector activities, the Portuguese authorities have focused on the following areas: promoting mobility of staff between the public and private sectors and international organizations; providing assistance to research carried out jointly by corporations and scientific institutions; fostering undertakings, particularly by small- and medium-size enterprises in the digital economy; promoting a gradual improvement of qualifications and competencies of the working population; developing a support programme to provide information and technical assistance to micro and small-size enterprises in managerial issues; and a programme for the development of enterprises with innovative characteristics.

Efforts have been made for the promotion of the role and involvement of women in public administration and the development of cross-sectoral gender-sensitive and multidisciplinary capabilities. As a result, there has been a sustained increase in the number of women employed in the public administration. Overall, 54.4 per cent of public servants are women. Female participation is particularly visible in education, health care and social security services. The initiatives taken in this field include: the enactment, in 2000, of a regulation establishing equal opportunities for men and women in employment and professional advancement; the publication of booklets on legal regulations currently in force; the launching of public awareness campaigns, including conferences and public debates; a proposal for granting rewards to public services with exemplary policies on equal opportunity rights; special training courses for labour inspectors; the creation of a follow-up indicator system on equal opportunities for the National Employment Scheme; the integration of the gender perspective in all sectoral public policies; the establishment of public and social structures designed to promote conciliation in the workplace and family life; the introduction of a separate chapter on the observance of equal opportunity rights in the social reports produced by the administration; and public campaigns to foster the participation of men and women in professional activities and family life. Valuing policies on equal opportunities for men and women has been a fundamental target of the government strategy, which involves reformulating conceptual frameworks based on transversal policies development. In

general, there are no restrictions for citizens to participate in the public sector spheres based on sex, race, religion, political or ideological convictions, education, economic situation or social condition.

Slovenia

The reform of public administration is one of the priorities of the Slovenian Government. The objective of this reform is to provide for a professional, impartial, efficient, transparent and user-oriented public administration. The reform includes: a legislative and regulatory component; reinforcement of the training system and the implementation of a training strategy aimed at enhancing the administrative capacity needed for the accession to the European Union; the introduction of quality standards into the work of public administration; streamlining of the administrative organization and informatization; the regulation of the civil service system, including the payment system in the public sector; and the upgrading of the local government system.

The legislative dimension is the most important part of the public administration reform. In accordance with the National Programme for the Adoption of the European Union, *Acquis*, till 2002, new legislation includes: Government of the Republic of Slovenia Act; Organization and Competence of Ministries Act; Public Administration Act; Public Agencies Act; Public Funds Act; Inspection Supervision Act; Administrative Procedure Act; and Civil Servants Act. Within the context of the legislative reform of public administration, amendments to the constitution that relate to the Government and public administration are also included.

The National Assembly adopted the modifications and amendments to the Government of the Republic of Slovenia Act in December 2000. These provide for the following two changes: enhancement of the coordination function of the central Government (e.g., strengthening the Prime Minister's office by appointing ministerial advisors and state secretaries); and the altered composition of the Government (e.g., the fusion of certain ministries and the setting up of the new ministry for information society and the rearrangement of tasks of certain ministries). Owing to the fact that the imperative amendments to the Government Act have already been enacted, the drafting of a new law will be completed following the constitutional amendments in 2002. In preparing the platform for constitutional amendments, the Ministry of the Interior proposed to change the government structure along the lines of the German chancellor system and to delete certain constitutional provisions that impede a flexible organization and functioning of public administration.

The draft amendment to the Organization and Competence of Ministries Act, submitted to the National Assembly, would introduce organizational changes based on the amended Government Act and would facilitate the adaptation of the legal provisions regarding ministries to the new composition of the Government. This amendment would also make it possible to reduce the number of bodies within the ministries and government services, thus enabling a rationalization in those fields where the administrative functions and the overhead activities are being duplicated.

The main features of the proposed amendment to the Public Administration Act, which is under the inter-ministerial consideration, are: a less detailed definition of the terms of reference of ministries (a more detailed definition is provided by a

service and reducing the negative impacts of political changes on the functioning of public administration;

(e) Ensuring openness in the functioning of public administration, respect for the code of conduct and orientation towards the users of services;

(f) Facilitating greater flexibility in managing human resources and labour force movement between the public administration bodies (internal labour market), as well as cooperation with trade unions in matters affecting the status of civil servants.

In March 2001, the Government adopted three regulations related to the public service. The first regulation defines the method of establishing the competence of an employee to perform his/her tasks in accordance with working and professional criteria. The second regulation improves the operational standards of public service through the harmonization and unification of business hours, official hours and working time within the bodies of public administration. The third regulation concerns the method of providing services to clients, which should increase the quality of public services and ensure a client-friendly practices, including measures such as the provision of information, complaint and commendation books, as well as annual surveys of clients and employees. In addition, a special act concerning the remuneration system in the public sector is prepared to address the following major issues: unified pay system for all public employees; definition of pay ratios among different types of job positions; flexibility and variability of pay according to performance; and transparency of public finances.

The Academy of Administration was established in 1997 as a central institution for training of civil servants. Within its programmes, including over 50 seminars, the most important are those regarding management skills and training in the field of European affairs. The strategy for training to increase the administrative capacity prior to Slovenia's accession to the European Union (2000-2002) was adopted by the Government in August 2000, and was renewed in February 2001. Under this strategy, administrative officials receive training in the areas that are most important for the *acquis* and participation in European Union working bodies. The training of 65 senior officials was completed, and a comprehensive 20-day seminar, consisting of two modules on management in public administration and the European Union, is under way. Moreover, introductory seminars on European Union affairs were organized for 490 junior officials, who will be integrated into the three-year fast-stream training programme.

Another important project in the field of public administration reform is the introduction of quality standards into the work of public administration bodies, including the working procedures according to ISO 2000. The internationally comparable certificates have thus far been granted to three administrative units and one Ministry in Slovenia. In 2001, the Government intends to launch ISO certification projects in 5 to 10 administrative units.

Based on the new General Administrative Procedure Act and the Electronic Commerce and Electronic Signature Act, the Regulation on Documents Management will be updated by means of an amendment, which will be submitted to the Government by the Ministry of the Interior in 2001 in order to remove the legal obstacles to the development of electronic commerce. In addition, a project on the informatization of administrative units will be upgraded, with an interactive function

regulation); a reduced number of bodies and organs within ministries, thus providing for the streamlining of structures to prevent duplication of functions and merge the management tasks; and a more transparent arrangement of the relationships between the ministries and other relevant bodies. In particular, the amendment seeks to strengthen the hierarchical line between the administrative units and the Ministry of the Interior, enhance the coordinating role of this Ministry in the field of organization, staffing and funding of administrative units and strengthen the managerial role of the heads of the administrative units.

The Public Agencies Act before the National Assembly is a systemic law that governs a new classification of the holders of public authorizations and defines the rules of the functioning of public agencies with a view to reducing the size of public administration. In those fields where there are conditions for a relative organizational, staffing, financial and other forms of autonomy, the Government will be able to establish public agencies to carry out the regulatory, development and/or analytical tasks. In the first instance, these are fields which demand a particularly high level of autonomy (e.g., the regulatory authorities in the energy sector); in other cases, a connective relation between the service and payment, a more reasonable management of public funds and a more efficient and user-oriented delivery of services can be achieved through the completion of an autonomous financial circle, in accordance with the principle of financing through payment for services.

Organization and coordination of inspections at the central and local levels will be governed by the Inspection Supervision Act, which has recently been submitted to the Government. The draft law covers the following issues of the inspection supervision: inspection powers and inspection measures; organization and autonomy of inspection services; inspection procedure; status of inspectors; and coordination of inspections. The latest Administrative Procedure Act was adopted in April 2000.

The main objectives of the Civil Servants Act include, inter alia:

(a) Extending the applicability of a single system of government bodies and local community bodies to those persons in the public law field who are primarily engaged in administrative tasks in order to provide for a single system of public servants;

(b) Separating the performance of public tasks (civil service system) from the accompanying activities, and approximating the regulatory system of civil servants to the regulations of the labour law, taking into account the particularities dictated by the public interest;

(c) Decentralizing and simplifying the decision-making procedures on staffing issues while, at the same time, centralizing and substantially strengthening the supervision of staff and introducing a mechanism of responsibility and sanctions for violations;

(d) Providing conditions for administrative capacity-building, including the formation of an "administrative elite" (i.e., top administrative experts and managers), through an improved system of selection, training, titles, jobs, posts, promotion and remuneration, with a view to separating political posts (functions) from administrative ones, ensuring greater stability and higher quality of public

to be incorporated in administrative procedures. The proposed amendment to the regulation on common positions for the internal organization of administrative bodies will expedite the setting up of new information offices through which the administrative services will be brought closer to the citizens.

A special act on the local government system is foreseen for the end of 2001. It is essential to continue the development of partnerships among various parts of public administration, especially between the state administration and the local government.

Tunisia

The country's policy in respect of information and communications technology is based on a comprehensive, coordinated and integrated national strategy of computerization designed to increase the utilization of computer resources so as to prepare Tunisia for entry into the computer society. This strategy is based in part on expansion of the use of information technology in three areas: management; production and decision-making; and in part on the introduction of new information and communication technologies, such as the Internet, networks and the Intranet. To that end, and in accordance with the plans to upgrade administration, every department is to prepare its own computer master plan. Parallel to that, the areas common to all ministries (management of mail, orders, supplies, fleet of vehicles, enterprises under supervision, follow-up of inspections, legal affairs) have been examined within the context of a computer master plan for administration, which will be extended to all departments.

In addition, major applications are used nationwide by the public services in the following areas: public expenditures; personnel; follow-up of government work; customs; revenue; citizens' requests; and public debt. Parallel to this, consideration is being given to the phasing out of administrative documents, the placement of public data online and the introduction of online access. In this area the policy is to encourage subcontracting so as to strengthen the private sector.

The civil service in Tunisia is governed by the civil service regulations of 1983, as amended in 1997. In the Tunisian civil service 25 per cent of the staff are general service staff and 75 per cent have at least a baccalaureate; of these, at least 16 per cent have a master's or higher degree. Women account for 40 per cent of all employees. The civil service accounts for some 4 per cent of the population, in other words there are approximately 40 public officials for every 1,000 inhabitants. Improvements to the civil service are designed to introduce new personnel management methods, modernize the remuneration system, rationalize the system of recruitment, renovate the benefits system and develop a new system for motivating and rewarding public officials.

As regards training, the system of ongoing training for State officials was overhauled in 1993 so as to bring it up to date and adapt it to the needs of the services and to staff expectations. In addition, at the start of 1995, a new system of retraining and refresher courses was instituted, in the form of short training sessions in public management for senior management personnel so as to increase their professional abilities and enhance their competencies in respect of the management of services and human resources.

A department of training has been set up in the office of the Prime Minister. Its mission is to: ensure that each Ministry prepares an annual training programme taking into account the goals of the national training policy; prepare a national training programme for civil service staff in light of the proposals made by the ministries and of development plan projections and ensure that it is executed; give advice on any proposal to create or restructure any staff training institution; work to ensure that the goals of the training policy tie in with the needs of administration; ensure that the regulations concerning training of employees of the State, local authorities and public administrative establishments are implemented; guide and assist the various departments in the area of training. In collaboration with the national school of administration, this department also designs training programmes common to certain ministries with a view to: improving the management skills of supervisory staff and employees so as to be in tune with the new management and organizational methods; redeploying public employees so they can perform new duties; following up on the preparation of handbooks listing training opportunities to help employees wishing to sit for competitive examinations within the administration or to take distance training courses; retraining those in charge of training structures in the ministries; training the trainers so as to meet the needs of the various ministries; and coordinating and consolidating international cooperation on training. All these measures and reforms are part of a vast programme of administrative modernization and overhauling of the organization and management of public entities.

United Kingdom of Great Britain and Northern Ireland

The United Kingdom Government launched the Modernizing Government White Paper in June 1999. This document covers much of the ground covered in the recommendations of the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting (E/2000/66). The Modernizing Government programme has five key themes: professional policy-making, valuing public service, information age government, quality public services, and responsive public services. The white paper lays out the vision of modern government in Britain. Many of its actions have already been implemented. It is essentially, however, a long-term change programme and key objectives within it are consolidated in departmental and cross-departmental public service agreements. The full text of the Modernizing Government White Paper and details on progress since it was published can be viewed at: *http://www.cabinet-office.gov.uk/moderngov/*.

Pursuant to recommendation 17 of the Group of Experts, investing in human and social capital is the cornerstone of government in so many ways that it would be impossible to list every initiative that the United Kingdom Government is undertaking to develop opportunities for citizens. However, the web site links for some of the most recent major initiatives in this area are: the latest Education Green Paper: Schools Building on Success (*http://www.dfee.gov.uk/buildingonsuccess/*); the Learning and Skills Act (*http://www.hmso.gov.uk/acts/acts2000/20000021.htm#aofs*); and the National Strategy for Neighbourhood Renewal (*http://www.cabinet-office.gov.uk/seu/index/nationalstrategy.htm*).

As for recommendation 18 on strengthening capacities in public policy formation and public service management, a key component of the Modernizing Government programme is continuous improvement in policy formation. "Professional policy — a guide for the 21st Century" sets out the key reforms taking

place in policy-making. This document can be viewed at: *http://www.cabinet-office.gov.uk/moderngov/policy/*. Additionally, the Centre for Management and Policy Studies (a division of the Cabinet Office) web site provides links to a range of policy initiatives currently under way (*http://www.cmps.gov.uk/*).

In response to recommendation 19, the Centre for Management and Policy Studies in the Cabinet Office develops training programmes that meet the diverse needs of civil servants (additional to in-house departmental training). The Centre for Management and Policy Studies manages the Civil Service College, a dedicated training facility for civil servants, and is continually assessing and improving training courses to reflect the needs and feedback of staff. The Centre is also running a number of training events bringing together ministers and senior civil servants. Full details of all the training courses the Centre offers, and information on the development of training and policy can be found on its web site: *http://www.cmps.gov.uk/*. Moreover, the Modernizing Government White Paper has civil service reform at its heart and this reform programme has been devised to ensure that the United Kingdom civil service continues to attract the right people to maintain its reputation as a world leader in public administration. Further details of the progress made in reforming the civil service can be found at: *http://www.cabinet-office.gov.uk/civilservice-reform/*.

With regard to recommendation 20, the Cabinet Office has a range of quality tools that it uses to benchmark performance across government. Full details of these tools and how they are applied can be found on: *http://www.servicefirst.gov.uk/*. Responsibility for pay and most other conditions of service for the civil service have been delegated individual departments and agencies. It is a fundamental condition of delegation that departments and agencies comply fully with the Civil Service Management Code. The Code sets out regulations and instructions to departments and agencies regarding the terms and conditions of service for civil servants. This covers areas such as the conduct of civil servants and also requires that departments and agencies operate merit pay systems. A copy of the Code is available at: *www.cabinet-office.gov.uk/civilservice/managementcode/index.htm*.

Additional mechanisms in place to ensure ethical conduct are:

(a) Committee on Standards in Public Life (*http://www.public-standards.gov.uk*). In October 1994, the then Prime Minister set up the Committee on Standards in Public Life. Its terms of reference are: "To examine current concerns about standards of conduct of all holders of public office, including arrangements relating to financial and commercial activities, and make recommendations as to any changes in present arrangements that might be required to ensure the highest standards of propriety in public life". For these purposes "public life" includes Ministers, civil servants and advisers, Members of Parliament and United Kingdom Members of the European Parliament, members and senior officers of all public bodies and elected members and senior officers of local authorities. Since then, the Committee has investigated various areas of public life and issued a number of reports containing many recommendations intended to maintain and, where necessary, restore the standards of conduct in public life and to promote a policy of openness that will enable the public to see whether their expectations are being met.

(b) Commissioner for Public Appointments (*http://www.ocpa.gov.uk*). In November 1995, as a consequence of a recommendation by the Committee on

Standards in Public Life, the office of Commissioner for Public Appointments was created. The Commissioner monitors, regulates, reports and advises on Ministerial appointments to non-departmental public bodies to ensure that such appointments are made on merit, after fair and open competition. Government departments are required to follow the Commissioner's Code of Practice when processing these public appointments. The Commissioner is also responsible for investigating complaints about how an individual appointment was made.

(c) Parliamentary Commissioner for Standards (*http://www.parliament.uk/commons/selcom*). In November 1995, the post of Parliamentary Commissioner for Standards was established for the House of Commons. The Commissioner keeps the Register of Members Interests, advises Members on their conduct and investigates complaints. Following an investigation, the Commissioner advises the Committee on Standards and Privileges on the appropriate course of action in relation to the complaint. If the Committee decides that there is a case against a specific Member, it will recommend an appropriate punishment, which can range from an apology to the House, a period of suspension or complete expulsion.

As regards recommendation 21, the Centre for Management and Policy Studies has a key role in tracking policy developments worldwide, sharing the United Kingdom experiences of public policy development internationally and participating in international projects and forums. For example, the international comparisons in policy-making project, launched in November 2000, aims to enable practitioners to improve the quality of public policy development and delivery in the United Kingdom by easing access to reliable and relevant international policy-making experience and increasing the use of such information. Initial research indicates that: (a) much research in the field and routine "policy transfer" is already under way; (b) practitioners need to know the best places to look for good policy practice in a particular field, but tend to look only in well-ploughed ones; (c) one of the most critical factors in successful transfer of policy experience from one country to another is understanding the context in which it was developed and employed in political, social and cultural terms; and (d) the term "benchmarking" is a confusing one, understood by some to mean directly comparable standards or practices. Practitioners need a methodology or set of tools that makes it easier for them to accurately interpret and transfer lessons in policy-making from other countries. Therefore, the goals of the project include: (i) developing a typology of different policy-making structures; (ii) carrying out more detailed studies of contrasting policy-making structures in different types of countries (e.g., developed countries within and outside the European Union and developing countries in Asia and Latin America); and (iii) providing some descriptive examples of successful and unsuccessful policies, both as illustrations and "reality checks" for the tools produced.

Concerning recommendation 22, the Regulatory Impact Unit is based at the centre of the United Kingdom Government in the Cabinet Office. Its role is to work with other government departments, agencies and regulators to help ensure that regulations are fair and effective. Regulations are needed to protect people at work, consumers and the environment, but it is important to strike the right balance so that they do not impose unnecessary burdens on businesses or stifle growth. Full details of the unit's work can be viewed at: *http://www.cabinet-office.gov.uk/regulation/Role/Index.htm*.

On recommendation 23, the Department of Trade and Industry has the overall aim of increasing "competitiveness and scientific excellence in order to generate higher levels of sustainable growth and productivity in a modern economy". Full details of how the department is advancing the recommendations of the Organisation for Economic Cooperation and Development (OECD) on working with multinational corporations can be viewed at: *http://www.dti.gov.uk/worldtrade/ukncp.htm*. More details on the Department's work is available from its web site: *http://www.dti.gov.uk/*.

Regarding recommendation 24, the Office of National Statistics is in the process of setting up a unit to look at improving the use of administrative data for statistical purposes as part of a wider strategy on improving data across government. The Cabinet Office Performance and Innovation Unit is now in the final stages of a project on privacy and personal data, which will be ready for publication in June 2001. The project was set up to develop a strategy to promote both the goal of better and more efficient data use in the public sector and of ensuring individual privacy is appropriately protected. The key conclusions are: (a) the visibility and public salience of data and information are likely to rise sharply over the next few years, partly because of the new United Kingdom freedom of information act and partly because of growing public awareness of the Internet, smart cards and so on; (b) safeguards need to be put in place to build public confidence so that personal data held by the Government will be accurate, secure and used responsibly; and (c) with these in place, it will then be possible for the Government to make better use of data to fight crime and tackle fraud, deliver more efficient customer-focused public services and better inform the Government's planning and policy-making decisions.

In addition, and pursuant to paragraph 8 of General Assembly resolution 50/225, the Home Office has a dedicated unit working on human rights issues. The Human Rights Unit's main responsibility is to ensure the successful implementation of the Human Rights Act 1998, which incorporates into United Kingdom law the rights and freedoms guaranteed by the European Convention on Human Rights. The Unit also maintains and develops the United Kingdom position under various human rights treaties. Full details of the work of this Unit can be viewed at: *http://www.homeoffice.gov.uk/hract/hramenu.htm*.

C. Question 3. *Illustrate major achievements attained and impediments encountered by your Government in the process of implementing General Assembly resolution 50/225.*

China

The reform of government organizations has already played an important role in promoting China's economic restructuring, opening-up campaign and modernization drive. Salient features of the administrative reform are summarized below.

(a) **Close integration with economic restructuring**. In the first instance, the organizational reform and economic restructuring have been closely interrelated in terms of their objectives. The goal of economic restructuring in China is to establish a system of socialist market economy, while the organizational reform has been launched to create a system of administrative management meeting the needs

of the socialist market economy. Secondly, the pace of the administrative reform has been synchronized with the process of economic restructuring. The priorities of the organizational reform have always been determined by the specific tasks of economic restructuring. Owing to China's historic background of a centrally planned economic system and a high degree of concentration of powers, the carrying out of organizational reform along with economic restructuring will enable the two processes to complement each other and produce good results;

(b) **Interrelationship of reform priorities**. The transformation of government functions is not only an urgent requirement of economic restructuring, but also a precondition for the structural readjustment and streamlining of government agencies. Unless the functions are modified, it will be difficult to promote an in-depth economic restructuring or readjust and streamline the government structures on a lasting basis. Economic management is the key area of transformation. On the one hand, efforts have been made to streamline the central government and delegate powers to the lower-level authorities, in order to increase the vitality of enterprises and sharpen their edges for market competition, as well as to bring into full play the role of markets in the disposition of resources. On the other hand, the management mechanisms adopted by government structures have been reformed to strengthen government ability of macroeconomic regulation and control and market supervision so as to create a favourable external environment for the development of enterprises and guarantee the sustained, coordinated and healthy development of the national economy;

(c) **Gradual advancement of the reform process**. Organizational reform is a long-term process, a complicated system-engineering project. When it is integrated with economic restructuring, full consideration should be given to its implications at various levels. It is impossible to solve all the problems within one reform. However, it is essential to integrate the long-term goals and short-term tasks of the reform process and to focus on the pressing problems in government agencies under current conditions so as to attain the objectives of the reform step by step. Under the Chinese system of public administration, the provincial, city, county and township governments are administered by the State Council, which provides unified leadership in the management of political, economic, social and cultural affairs at various levels. As a result, the organizational pattern of the central government and its change will exert a great impact upon local governments. In the course of the organizational reform, the central government has taken the lead, followed by provincial governments and by those of smaller size. This sequence is conducive to the dovetailing of reform measures and reducing the risk of conflicts, as well as sharing of experiences with governments at lower levels and setting of examples for them, thus promoting the smooth implementation of the reform;

(d) **Providing of policy guidance and meeting local conditions**. China is a country with multiple nationalities, unbalanced regional economies and large local differences in the development of markets and distribution of resources. Its eastern part is more developed economically, but relatively deficient in resources. Conversely, its western part is comparatively underdeveloped, but rich in resources and development potential. Under the circumstances, it is unwise to require all localities to carry out reforms according to a single model. Instead, local governments have been allowed to exercise a certain degree of flexibility. Under the guidance of the central Government, they have been given independent decision-making powers to launch reforms according to their respective local conditions and

to make adjustments through experience. At the same time, they have not been allowed to act wilfully or go completely their own way. When it comes to major policy matters and principles, they must meet the requirements of the central Government so as to guarantee the coherent nature of the reform process;

(e) **Applying best foreign practices to the unique situation of China**. China is a large developing country with a vast territory and a large population, with agriculture taking up a fairly big proportion of the national economy. Against the historic background of many years of planned economy in China, establishing a socialist market economic system and reforming government institutions according to the requirements of economic restructuring is a trail-blazing and creative cause, without any readily available model to follow. For this reason, China's own efforts, based on its current situation and priorities, are the key to the success of the reform. No reform, however, can be carried out successfully in a closed-door manner. China has therefore attached great importance to the experience of other countries in establishing and reforming their administrative systems and to the effective practices of economic management in developed market economies. Particular attention was paid to the reform strategies concerning the relationship between governments and enterprises, establishment of government systems for macroeconomic regulation and control and rational division of power between the central Government and local governments so that both fall in line with international practices and suit the realities of China;

(f) **Balancing administrative reform and social stability**. The Chinese Government has always adhered to the principle of being both active and balanced in the organizational reform process, through unified arrangements for the carrying out of reform measures, promotion of social and economic development and maintenance of social stability. Persistent efforts have been made to advance the reform and full consideration has been given to the sustainability of various sectors. On the one hand, attention has been paid to strengthening leadership in the reform of government organizations by setting up special groups to take charge of the reform at all levels and to seek timely solution of problems arising from the reform process. On the other hand, earnest efforts have been made to provide for re-employment of staff dismissed from government service and work out supplementary policies to overcome their practical difficulties. In addition, some major measures that might have a direct bearing on the interests of individuals have been first tested on a trial basis and, following successful experience have been gradually popularized, thus ensuring the reform advancement in an orderly and steady manner.

Czech Republic

The greatest achievement of the Czech Republic has been the transition from a centralized and authoritarian regime with a State-controlled economy and social life to a functioning market economy with all necessary democratic institutions in place. Another major achievement has been the creation of a three-tier public administration system and the establishment of regional administration. The first elections to regional councils took place in November 2000 and the regional authorities have been fully operational since the beginning of 2001. This change, combined with the transfer of competencies from the centre to regions and municipalities and from the State to local governments, will facilitate the participation of every citizen in the conduct of public affairs.

During the period from 2000 to 2001, the Czech Republic took part in the third round of OECD country reviews of regulatory reform. The resulting OECD comprehensive report is an impartial and valuable analysis of the Czech Republic's reform process. It indicates that the Czech Republic has in essence completed the primary tasks such as the abolition of central planning institutions and the building of new regulatory regimes, including instruments, policies and institutions, and the system of power-sharing and decentralization. The report also notes a substantial progress achieved in the area of public consultations with citizens, businesses, consumer groups and other interest groups.

Since 1990, human rights policies have been at the top of the Government's agenda. The Human Rights Council, an advisory body of the Government, was created to monitor respect for the human rights enshrined in the constitution, the Charter of Fundamental Rights and Freedoms and the international treaties ratified by the Czech Republic. Complementary functions have been assigned to the Government Council for National Minorities. In 2000, the Office of Ombudsman was created to further improve the situation in this area. The Act on Free Access to Information makes public institutions more responsive and accountable. The recently adopted Code of Conduct of Public Servants should also contribute to this goal.

One very sensitive issue is the change of fiscal policies. In 2001, the system of tax allocation will be proposed by the Government to ensure adequate funding for the regions, reflecting the basic needs assessment. Regional self-governments are also expected to make proposals, for the exercise of their right to introduce bills in the Parliament. At this stage, it is vital to conduct a dialogue and seek compromises through formal and informal channels.

Indonesia

Indonesia has already made significant progress in establishing the foundations for implementing effective reforms in institutional governance. Such reforms cover the area of human rights, as well as the establishment of mechanisms for good governance and good corporate governance. These include the following developments: (a) election laws and the process of electoral management were overhauled in 1999, leading to general elections; (b) new laws on regional autonomy have been enacted, in order to help decentralize administration and distribute funds to the district level; (c) the media/press industry was liberated from an arbitrary regulatory process; (d) new laws have been formulated to strengthen the accountability of public service, including the ratification of anti-corruption legislation; (e) laws to revise the relationship between the executive and judiciary branches of Government have been passed as part of the efforts to create a workable checks-and-balances mechanism; and (f) legislation to create an independent Central Bank has also been passed.

The Government is now in the process of signing the second country cooperation framework for the Republic of Indonesia, for which the United Nations Development Programme (UNDP) has committed itself to assist the Indonesian Government in establishing development programmes for the period from 2001 to 2004.

Morocco

The Government of Morocco has taken measures to strengthen ethical values in its administration and to improve the standards governing public life. These measures include: the decree on bidding for contracts, which introduces rules guaranteeing transparency, fairness and open competition in the awarding of public contracts; the Act prohibiting civil servants from receiving a salary and retirement pension concurrently (2001); draft legislation on declaration of assets (under revision); draft legislation prohibiting civil servants from receiving two salaries concurrently (in progress); a draft decree on illegal interest charges (in progress); adoption by the Government of the Good Governance Pact; adoption of good governance pacts at the sectoral level; adoption by the Moroccan General Confederation of Businesses of a declaration on business ethics; encouraging administrations to make a greater commitment to the use of new technologies; a proposal for the oversight of ministries (organization of inspections to monitor the operations of ministries, conduct studies, conduct central and external audits and offer consultations and expertise to management bodies); a proposal for the establishment of a centre for administrative information; and a proposal for the establishment of one-stop investment centres in each province.

Oman

After the Omani laws regulating the public service were enacted, efforts focused on comprehensive administrative development. The Ministry of the Civil Service also began to intensify its activities as an advisory body concerned with administrative reform and human resources development. The past five years have seen the implementation of many important projects, including the following:

(a) **Networking of government units**. This project allows information to flow between all units of the State administrative apparatus and provides a precise database that helps to simplify procedures and facilitate transactions relating to State employees (there are more than 86,000 personnel files), assists in monitoring operations and ensures the legal and operational integrity of data. This step is one in a series that has the objective of establishing an electronic government (e-government) and its implementation has begun;

(b) **Job classification and ranking project**. The project seeks to standardize functional titles by using a modern and sophisticated administrative lexicon. It endeavours to place employees, in accordance with educational qualifications and practical experience, in the right positions at the right salaries on the basis of rules that are fixed and fair, while establishing a precise description of duties and functional responsibilities;

(c) **Central recruitment system for government units**. This system affirms the principle of achieving fairness in the distribution of employment opportunities. The Ministry of the Civil Service was instructed to implement such a system with effect from 1997. Under it, vacancies and required qualifications are announced, and the Ministry, in coordination with the requesting agency, conducts the selection process in accordance with well-defined principles. The experiment has been successful, and employment opportunities in the State administrative establishment are now open only to the best and most qualified personnel.

Panama

Important achievements have been attained in the area of human and social development. Since 1990, constant efforts have been made to make the public aware that children and adolescents are not subject to adult rule, but have rights of their own, which should be taken into account by the State in the formulation of social policy and the adoption of laws serving the best interests of Panamanian children. The main laws relating to children and adolescents adopted over the past decade include: Law 15 of 6 November 1990, approving the United Nations Convention on the Rights of the Child; Law 3 of 17 May 1994, approving the Family Code, which entered into force in January 1995; Law 27 of 16 June 1995, which categorizes the offences of domestic violence and maltreatment of minors; Law 50 of 23 November 1995, which protects and promotes breast-feeding; Law 42 of 19 November 1997, establishing the Ministry of Youth, Women, Children and the Family; Law 8 of 15 June 2000, which approves International Labour Organization Convention No. 182 concerning the prohibition and immediate action for the elimination of the worst forms of child labour; and Law 40 of 26 August 1999, establishing a special regime of criminal responsibility for adolescents.

With reference to citizen involvement, Panamanian society has in recent years seen a significant number of advances and achievements in the social field, as well as laws having great collective benefit, which are the direct result of a new way of conducting dialogue and establishing priorities within civil society, government and other actors. A survey has identified the various situations that have led to the building of a network of common interests among various sectors, as follows:

(a) Augmenting the powers of municipalities as a collaborative and participatory strategy aimed at strengthening local leadership;

(b) Implementation of governmental strategies for decentralizing decision-making and programme execution with a view to strengthening the voice and involvement of civil society, local government networks and networks of non-governmental organizations concerned with issues relating to children and adolescents;

(c) Implementation of the National Plan on Women and Development, as an expression of the collective views of Panamanian women's organizations, in order to address issues relating to women in society;

(d) Establishment of the National Youth Council;

(e) Involvement of the Labour Foundation, as a joint body of employers and workers, in tackling issues relating to employment;

(f) Establishment of a number of initiatives managed, organized and executed on the basis of the needs expressed by civil society (Bambito Agreements, Vision 20/20 and Towards a National Anti-Poverty Agreement).

The Government, mindful of its commitment to resolve the pressing social problems that afflict a large segment of the Panamanian population, formulated the Social Development Policy and Strategy 2000-2004, in a framework consistent with its economic policy, wherein it clearly defines the social goals pursued and specifically mentions the sectoral and geographical priorities and the target groups,

participation by society as a whole in the benefits of economic growth and social progress.

The strengthening of the initiative through the approval of municipal budgets, subject to consultation with the public concerning the goals, priorities and allocation of resources, including the strengthening of the civil initiative, is a crucial element for the formulation and implementation of policies and programmes designed to reach agreements with governmental and non-governmental organizations in a collaborative and decentralized way.

With regard to local governments, the Child- and Adolescent-Friendly Towns initiative, which promotes democratic participation in a new model of sustainable development, stands out. The proposal is based on promoting decentralization in decision-making as an effective response, leading to the implementation of administrative practices and innovative policies that involve the democratization of public administration management and the devolution of responsibilities to the community. It is currently being implemented on an experimental basis.

Since human and social capital is the main source of wealth and the most important factor in socio-economic development, the Government submitted its master plan entitled "Economic, Social and Financial Development Plan Based on Investment in Human Capital". Under the heading of social policy, social expenditure is recognized as an investment in human capital, mainly in the following priority areas: non-indigenous rural poverty; urban poverty; indigenous poverty; malnutrition; education; health, sanitation and social security; housing and urban development; families and vulnerable groups.

The Women and Development Action Plan, which is equivalent to the equality plans in other countries, has been established. The Pact on Equity and Equality for All Genders was signed in 1999. This is an instrument for the development of policies, programmes and actions for the promotion of women. Examples of legislation in this area are: Law 4 of 29 January 1999, which establishes equal opportunities for women and promotes gender equality; Law 54 of 7 December 1999, which amends the Social Security Fund voluntary insurance scheme to include persons caring full-time for their families; Law 6 of 4 May 2000, providing for the mandatory use of gender-neutral language, content and illustrations in school books and texts; Law 22 of 14 June 1997, which amends the Electoral Code and incorporates the electoral quota of 30 per cent female participation; Law 17 of 28 March 2001, approving the Optional Protocol to the United Nations Convention on the Elimination of All Forms of Discrimination against Women. In addition, women's offices were established in 50 per cent of public agencies in order to promote gender balance through the promotion and advancement of the status of women, strengthen the democratic process and expand social development.

Poland

The public administration reform has been a major element of the transition process in Poland, with local self-government introduced in 2,489 "*gminas*" (communes) in 1990. The creation of *gminas* after the collapse of communism was an important step forward, while the latest reform of 1998 has radically changed intergovernmental relations as well as the fiscal and territorial structure by decentralizing control over public services and public finances to two new levels of

"*voivodships*" (regions). As a result, citizens gained more control over the issues affecting their communities. The State has decentralized responsibilities and financial capacities to 308 democratically elected self-governing bodies at the *powiat* level as well as to the authorities of 65 urban *gminas* which were granted *powiat* rights. The reforms have reduced the number of existing *voivodships* from 49 to 16. On 11 October 1998 elections to all administrative levels took place in accordance with the new Electoral Law.

The public administration reform has created the basis not only for building new self-governing structures at the local and regional levels, but also for strengthening the central government administration in *voivodships*, which were designed to relieve the central Government of the tasks that it used to administer under the former communist system. The central Government was freed of unnecessary responsibilities and its redefined tasks now include strategic issues, in both economic and political areas. As from 1 January 1999, the *voivodship* councils ("*Sejmiks*") have become responsible for the development and implementation of regional economic policies. The reforms have brought about a significant decentralization of both public authority and public finances. Moreover, the new system of public finance makes the budgets of all public administration entities more transparent and accountable to the electorate.

The new structure of administrative division is now in place, but more work is needed to develop local revenue capacity and complete the legal and administrative changes required to make the new structure fully operational. Moreover, the magnitude of these changes, having occurred in a short period of time, puts an increased strain on public administration, which does not have enough resources, either in human or financial terms, to adequately manage the introduction and implementation of the reforms.

Portugal

As regards the promotion of democracy and transparent and accountable governance and administration in all sectors of society, the administrative reforms under way have greatly contributed to the process of bringing closer to the people the mechanisms of representation and participation in the political life, as well as the adjustment of political parties to the new challenges of communication democracy. Strengthening of the democratic culture and reinforcing of representative mechanisms have led to a consistent programme on the use of new technologies in the service of democracy.

In addition, the reform of State and political institutions includes the following initiatives: a proposal to reform the system of elections to the Assembly of the Republic in order to bridge the gap between the elected officials and their electorate by introducing uninominal candidature constituencies, without prejudice to the principle of proportionality; the right granted to the Portuguese expatriates, under the 1997 constitutional revision, to vote in the presidential elections; a proposal to review the local government system, to strengthen the stability of the executive organs and personalize the voting process; a proposal to improve the political parties' financing system for the purpose of greater transparency and control; a draft law of public associations aiming at regulating the rights and accountability of public associations and their relations with the State; and a study on participative democracy by means of new information technologies.

As for the need to make public institutions more responsive to people's needs, the Portuguese authorities have been attentive to the public opinion and feedback from users of public services. Actions have been taken to improve the quality, timeliness and delivery of public services. Examples include: simplification of administrative procedures; installation of mobile public reception facilities during rush periods; creation of databases on administrative and legal information for the people; approval of a new Code of Administrative Procedures, which established the rights of citizens vis-à-vis administrative decisions and actions; provision of complaint books in public services; creation of the one-stop shops network ("*Loja do Cidadão*") to concentrate in one place a number of essential public services; establishment of centres for business formalities to simplify procedures related to business registration and operation; and set up of the Direct Public Service, which provides access to administrative documents through the Internet.

As regards the administrative and management reform, with emphasis on enhanced efficiency and productivity, accountability and responsiveness of the public institutions, Portugal has focused on the following priorities: reappraising the modes and culture of public management with a view to improving cost-effectiveness within the framework of public law and political accountability; increasing managerial flexibility; promoting administrative modernization; rationalizing and improving public management; and creating flexible mechanisms of human resources management.

Decentralization of public institutions and services is one of Portugal's medium-term goals, placing particular emphasis on the devolution and decentralization of services provided by the central Government. Apart from the reinforcement of the principle of subsidiarity, the administrative decentralization has the potential to serve as an agent of development and national cohesion. In this area, the initiatives under discussion are aimed at: establishing sound mechanisms for political coordination of the administrative decentralization strategy; assigning new functions to local authorities to represent the central Government (*Governos Civis*); and expanding the competencies of local administration (e.g., in the areas of development, health care, education, cultural and sports affairs, environment protection and quality of life). In light of the fact that strengthening local powers enhances the targeted administrative decentralization process, recent trends have shown consolidation of the decentralization of public policies at the subregional level, across metropolitan areas and associations of municipalities and the designation of private entities for the contracting of municipal services (e.g., garbage disposal and public parks maintenance). The transfer of administrative powers and competencies is supported by the necessary human and financial resources.

Tunisia

Civil society is closely associated with the administrative reform and modernization effort. The most recent amendment to the decree establishing the powers, composition and functions of the Supreme Council on the Civil Service and Administrative Reform, a consultative body, was provided in order to broaden its composition so as to involve certain national professional organizations and the consumer protection organization. Moreover, the setting up of the project teams responsible for considering various administrative issues and proposing suitable reforms reflects the participation of civil society; these teams are composed not only

of officials, but also include legislators, journalists, lawyers, academics, and private investors.

The Government's policy is to promote and encourage associations and non-governmental organizations (NGOs). Tunisia now has over 7,500 civic associations carrying out scientific, social and educational, cultural or artistic activities, thanks to a reform of the law on associations, which established the freedom for their formation. A law on NGOs of 26 July 1993 was promulgated in order to grant them facilities, privileges and exemptions, regardless of whether an organization has observer status with the United Nations. For instance, NGOs can receive gifts, bequests and subsidies, recruit staff and take action in the courts. They also receive tax and customs exemptions for all products, equipment, materials and vehicles that they purchase.

NGOs in Tunisia can operate in several areas and provide scientific, educational and pedagogical services or carry out social, charitable and development activities. Tunisian legislation also grants to the officers of some NGOs the same privileges and immunities as United Nations personnel. A centre for information, training, study and documentation on associations was established to provide leadership for these organizations.

The general status of the civil service and the criminal code constitute the basis in law of official ethics. These two legislative texts were amended in 1997 and 1998, respectively, to prevent and punish breaches of the duties and obligations of public officials. In accordance with public opinion, as reflected in the mass media, the civil service enjoys a good reputation for honesty, transparency and neutrality.

In the organization of the civil service, monitoring is carried out by several authorities. A system is in place, consisting of monitoring prior to, concurrent with and following action. Moreover, the constitution gives the State Audit Office the power to monitor financial and administrative management and charges the administrative tribunal with monitoring the legality of its administrative acts.

In order to guarantee the scrupulous management of public entities and enhance the efficiency of the current monitoring system and to lay the groundwork for an orderly observance of the management rules and regulations in force, the Government has taken two principal steps, namely:

(a) Establishing a high administrative and financial auditing committee directly under the President of the Republic, in order to ensure better planning and coordination of interventions by the monitoring bodies and an effective follow-up of the conclusions and observations contained in their reports on the management and functioning of public entities;

(b) Establishing systematic follow-up to the conclusions contained in the annual report of the State Audit Office on the management of government services and public enterprises and to the results of the recommendations of that higher administrative and financial monitoring body.

These reform measures helped to reinforce the principles of accountability, transparency and ethics in the management of public services.

United Kingdom of Great Britain and Northern Ireland

The Modernizing Government programme covers all the key areas referred to in General Assembly resolution 50/225. The Modernizing Government White Paper (March 1999) described the principles underpinning the Government's approach to public sector reform. Ministers made it clear that this was a change management programme for the long term and that they saw its implementation as a priority. In July 1999, the Government published an action plan, setting out some initial milestones for delivering the commitments in the programme. Progress made to date has been reported on the Cabinet Office web site at: *http://www.cabinet-office.gov.uk/moderngov/action*. Some of the impediments encountered in implementing the programme are highlighted in the "peer review" document on this web site. *Citizens First*, the report for 2000 on Modernising Government, was published in September 2000 (*http://www.cabinet-office.gov.uk/moderngov/anreport*). The programme was based on five commitments to modernization, which are set out below, together with some examples of how the Government is delivering them.

Commitment 1. Policy-making: we will be forward looking in developing policies to deliver results that matter, not simply reacting to short-term pressures.

The Government has:

(a) Established the Centre for Management and Policy Studies, the Performance and Innovation Unit, the Social Exclusion Unit and the Women's Unit to increase the capacity at the centre for better policy making; and delivered policies such as the New Commitment to Neighbourhood Renewal, based on the work of 18 policy action teams coordinated by the Social Exclusion Unit; and Building on Partnership, flowing from the Better Government for Older People pilots;

(b) Put in place, through the 23 public service agreements, including 5 cross-cutting agreements (covering Sure Start, Welfare to Work, the Criminal Justice System, Action Against Illegal Drugs and Local Government), a coherent framework of aims, objectives, resource allocation and accountability, linking policy outcomes to delivery;

(c) Through the Centre for Management and Policy Studies, run joint courses for ministers and senior civil servants focused on specifics such as risk management, communicating policy and joined-up delivery; brought about the attendance of 70 ministers at approximately 200 of these events; and introduced a programme of departmental peer review to enable Departments, including, Culture, Media and Sport, Inland Revenue, Education and Employment, the Lord Chancellor's Department and the Cabinet Office, to learn from constructive, critical analysis of their business.

Commitment 2. Responsive public services: we will deliver public services to meet the needs of citizens, not the convenience of service providers.

The Government has:

(a) Used the People's Panel to research services for which there was greatest public demand for longer opening hours: non-emergency services in National Health Service hospitals, general practitioners' surgeries and social services, the Passport Agency and local authorities. A report on extended service hours will be published shortly;

(b) Launched a Consumer Focus for Public Services, under which Departments have appointed "consumer champions" to ensure that customers' views are translated into practical improvements;

(c) Used the Invest to Save Budget to promote innovation and closer cooperation between organizations in the public sector, with £230 million committed, rising to £380 million by 2003-2004, for schemes like the INFOSHOP project, which piloted the use of information technology to provide businesses with rapid and professional regulatory advice, now being implemented by the Small Business Service; the Community Legal Web Site Project, which is opening up access to justice and legal advice in ways people can easily relate to; Worcestershire County Council's Youth Communication Project to maximize two-way communication and involvement with 14 to 25-year olds; and new projects announced on 6 March 2001, such as: Police Direct, a project to explore services police and criminal justice organizations can put online; Skill Force, a project bringing together the Ministry of Defence with the Education and Employment Department and the Home Office and others to use retired military instructors in pilot schemes to train disaffected 15 to 16-year olds, aiming to reduce truancy and exclusion, cut juvenile crime and raise educational attainment; and 21st Century Citizen, a project to support the inclusion of citizenship as a national curriculum subject by pooling the resources of the Office of National Statistics, the Public Record Office and the British Library to create an online resource for schools;

(d) Introduced a Code of Practice on Written Consultation, which applies to all national public consultation documents issued by Government Departments from 1 January 2001. It aims to increase involvement and minimize the burden of consultation by giving a proper time, a minimum of 12 weeks, to respond. There is now a new online register of consultations. All this will give people a bigger say in Government;

(e) Developed a change of address notification service by adding Government Departments to the services of three commercial change-of-address service providers.

Commitment 3. Quality public services: we will deliver efficient, high-quality public services and will not tolerate mediocrity.

The Government has:

(a) Reduced the burden of paperwork on police time by 187,000 hours per year and 4,500,000 hours per year across the whole school system, through the work of the Cabinet Office Public Sector Team;

(b) Continued to recognize and encourage excellence in public service though the Charter Mark. Over 2,000 organizations currently hold the award;

(c) Introduced beacon schemes to recognize and spread good practice in both local and central government, promoting visits to the Beacon organizations so that others see the improvements in action and can adapt them to their own work;

(d) Launched the Public Sector Benchmarking Service, through the Customs and Excise;

(e) Developed the Good Practice Database on the Cabinet Office web site. Public servants can access over 800 good practice examples of improving service

delivery, showing what others have successfully done in areas like partnership working, complaints handling, involving users, improving accessibility, making good use of information technology and working better with staff;

(f) Launched the Learning Labs initiative to help change the culture in public services by encouraging staff to put forward ideas for improvement and to turn ideas into reality. There are currently six pilot labs in operation, including one in Torbay, where the Benefits Agency and the local Social Services have worked together and have significantly increased take-up of attendance allowance, and the Prisoners Passport Lab in the North-east. Prisoners are being successfully resettled into the community with coordinated help to get access to the public services they need upon release.

Commitment 4. Information age government: we will use new technology to meet the needs of citizens and business, and not trail behind technological developments.

The Government has:

(a) Made available online services, including: National Health Service direct online; patent and trademark database; expert sales leads tailored to individual businesses; income tax self-assessment; foreign office advice for travellers;

(b) Published in April 2000 a strategic framework requiring departments to produce e-business strategies towards the target of making government services available online by 2005;

(c) Announced the United Kingdom Online Initiative in September 2000, with 2005 set as the target date for universal access to the Internet for British citizens. The United Kingdom is to be the best place in the world for e-commerce and all government services are to be online in a way that is both attractive and useful to citizens and business;

(d) Launched the United Kingdom Online portal (*http://www.ukonline.gov.uk*). This provides a single, round-the-clock entry point to all online government information and services. Information is focused around "life episodes" — major events such as having a baby and learning to drive — without the user having to understand the workings of government and departmental structures. The portal will enable citizens to engage in secure and authenticated online transactions with the Government through the gateway;

(e) Helped to modernize laws for the information age and to promote e-business (e.g., the Electronic Communications Act and steps towards electronic conveyancing).

Commitment 5. Valuing public service: we will value public service, not denigrate it.

The Government has:

(a) Launched an ambitious programme for civil service reform, led by Sir Richard Wilson. The first annual report, published in December 2000, showed good progress in, inter alia, increasing the number of senior management posts through the civil service being open to competition, increasing the proportions of posts for women, staff from ethnic minority backgrounds and those with a disability in the

Senior Civil Service and moving further forward on its programme, Investors in People;

(b) Established the Public Sector Employment Forum to help reinforce modernization programmes across the public sector.

In line with the White Paper, the Cabinet Office arranged for an external peer review of its modernization programme. A copy of the team's report was sent to the Select Committee and published on the web site in December 2000. Work currently in hand to advance the programme includes: the Centre for Management and Policy Studies' first three studies on professional policy-making and its analysis of the examples collected during its mapping of new and innovative departmental policy-making; imminent publication of a Citizens First report on extended service hours; bringing together of departmental consumer focus strategies and further development of the approach; the Cabinet Office's Public Sector Team report with proposals to reduce the paperwork of general practitioners; creation of a network of United Kingdom online centres in local communities where people will have access to new technologies and be able to develop skills to use them, with a target of around 6,000 by 2002, and all 4,300 public libraries to be connected to the Internet by the end of 2002; and more services to become available online, including submitting companies' annual returns, applying for Employment Service jobs and direct booking of hospital appointments with general practitioners. The Government is clear that the purpose of modernization is delivery: making a positive difference in the quality and effectiveness of public services. This is a vital programme to which the Government is committed.

D. Question 4. *Specify how the United Nations activities and programmes in public administration and development can better assist your Government to enhance the effectiveness of its public administration and improve its responsiveness to meet the basic needs of all, as well as to achieve sustainable development in your country.*

Czech Republic

In this increasingly globalized world, different countries are often faced with very similar problems. In developing the public administration reform programme, other relevant policies or legislation, the Czech Republic always takes into account the experience of other countries, as well as the feedback from international organizations such as the European Union, OECD or the Council of Europe. The data collected and published by the United Nations and its information exchange mechanisms are a very valuable source for policy-makers worldwide.

Indonesia

The role of the United Nations, especially the activities of its development agencies, has indeed made a significant impact on the development of Indonesia. For years, Indonesia has benefited from the United Nations assistance in many aspects of development. In highlighting just a few of them, mention should be made of the success of Indonesia in the field of family planning and the major improvement in the area of health and life expectancy of women and children, as well as the substantial improvement in preventing many diseases and in the programme of poverty reduction.

Indonesia places great confidence in these programmes and believes that they have promoted development for the benefit of millions of Indonesians ever since the country joined the United Nations. However, there should be a new approach to the way in which the United Nations provides assistance to Indonesia. Although many would argue that projects are still needed for the country's development, the Indonesian Government feels that policy-driven activities will be more effective than projects. This is based on the past experience the country has had in implementing United Nations assistance. In numerous cases, there has been "ineffectiveness" in the implementation of projects, for instance in the terms of budget-leaking, corruption and lack of follow-up activities.

It is high time to shift from the paradigm of projects to a more policy-driven one. In this way, the stakeholders will seek to establish policies that are urgently needed by the people and that could be implemented realistically. As a result, ineffectiveness could be avoided. Such policies must consider people-centred activities, in which people participate in programmes they have created. Embracing as many stakeholders as possible in a particular activity would be a valuable contribution to the quality of the policy.

Overall, in order to enhance the effectiveness of public administration and to improve its responsiveness in meeting the basic needs of all, as well as to achieve sustainable development in Indonesia, the Government believes that the United Nations programmes should be directed at supporting either at the policy-making or implementation levels, the following Indonesian priorities: (a) national efforts in the transition and recovery process; (b) governance reform, including the strengthening of national institutions, local governance, electoral reform and the implementation of regional autonomy; (c) community recovery programmes; (d) income-generating activities in the post-conflict period; (e) strengthening of civil society; (f) capacity-building for disaster management; (g) rehabilitation and recovery of conflict-affected areas; and (h) environment security.

Morocco

In addition to organizing certain regional or international conferences, which are indeed necessary for the exchange of expertise and information, the United Nations, through the Department of Economic and Social Affairs, should make greater efforts to establish closer links with countries with a view to: (a) providing advisory services and technical assistance to targeted projects and in accordance with the needs expressed by the country concerned; and (b) providing information useful to each country on proven and successful administrative experiences.

Oman

Oman's cooperation with the United Nations is ongoing in all fields. In the area of administrative reform, Oman, as a member of the executive board of the Arab Administrative Development Organization, has supported the project for an electronic network for public administration and finance, in cooperation with the Department of Economic and Social Affairs of the United Nations Secretariat, the United Nations Development Programme and the United Nations Online Network on Public Administration and Finance (UNPAN) in an endeavour to enhance cooperation and avoid duplication of effort. Oman also participated in the fifteenth meeting of the Group of Experts on the United Nations Programme in Public

Administration and Finance, which adopted the proposals aimed at strengthening international cooperation in the fields of administration and human resources development by means of a draft United Nations charter for the public service, the proclamation of a United Nations public service day and the award of an international prize for excellence in administration. These proposals will be before the Economic and Social Council at its forthcoming session.

Poland

Poland was one of the earliest beneficiaries of United Nations technical cooperation, which began in the early 1950s under the Expanded Programme of Technical Assistance, whose goals were pursued by a Special Fund until the creation of UNDP in 1965. Poland has benefited from a series of country programmes, followed by the opening of a UNDP office in Warsaw in July 1990. The first country cooperation framework for Poland was approved by the Executive Board of UNDP at its second regular session of 1997 for a period of two years, which was extended until 31 December 2000 and later until 2003. One of the most important components of the programme is the Umbrella Project consisting of: advisory services in the areas of implementation of quality management systems in small- and medium-sized enterprises; assistance to local authorities in the preparation of sustainable development plans according to the Agenda 21 recommendations; and implementation of quality management systems in government. The Umbrella Project is about to embark on a successor project of providing quality management services to central government authorities, expanding the sustainable development planning process to larger territorial government entities and offering similar assistance to communities in Lithuania and Ukraine. The Umbrella Project, as well as the whole UNDP programme for Poland, has been very highly evaluated by the Government as well as non-governmental institutions and foreign donors.

Portugal

Portugal is not a beneficiary of the activities carried out within the United Nations programme in public administration and finance. In cooperation with the United Nations, Portugal provides technical assistance to enhance the effectiveness of public administration as well as to achieve sustainable development in developing countries. Such cooperation projects have been mainly addressed to the African countries where Portuguese is an official language.

Tunisia

In order to meet the basic needs of everyone, to achieve sustainable development and to help to enhance the effectiveness of various public administrations, in this case the Tunisian administration, it is suggested that the experience of different Member States in the area of administrative reform, particularly those at a similar level of development, be made available. The assistance of experts in this area would also be greatly appreciated. Moreover, it is suggested that proposals be made to finance some programmes initiated and carried out at the national level, in particular: the programme on adapting human resources to the needs of administration, aimed at setting up a system of forward-looking staff management; and the programme to promote quality in the provision of public services, in accordance with ISO 9000 international standards.

United Kingdom of Great Britain and Northern Ireland

There are two main ways in which the United Nations can assist the United Kingdom. Firstly, identify and promote principles of good public administration and sustainable development as it has done in resolution 50/225. Secondly, promote and disseminate international best practice and learning in these areas to accelerate the rate of improvement in these spheres internationally.